



# **STRATEGIC PLAN (2024-2029)**

**of  
CRWI**

**(Conference of Religious Women, India)**



## INTRODUCTION:

As the Conference of Religious Women India (CRWI) arrives at a providential moment, we joyfully unveil our strategic plan for 2024-2029, a comprehensive roadmap to shepherd us into a future abounding with promise and purpose.

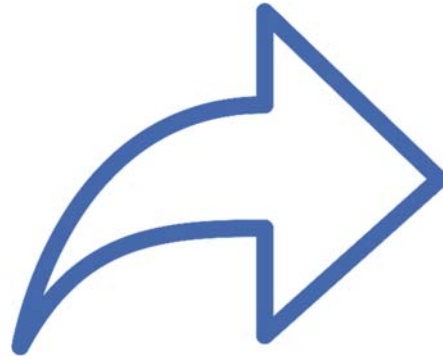
At its essence, this plan reflects CRWI's dedication to furthering religious life in India through the pillars of excellence, inclusivity, and meaningful impact. It is rooted in a vision of CRWI rising as a pioneering force for the betterment of all, championing empowerment, innovation, and new perspectives across religious initiatives through the grace of the Almighty.

Over the next five years, we aim to build robust frameworks and procedures, cultivate discerning leadership, and form empowering environments where our sisters may flourish in their vocations. Our strategic plan encompasses key objectives such as legal compliance, financial adaptability, organizational optimization, leadership development, and continuous improvement through prayer. Additionally, we prioritize stakeholder engagement, innovation, sustainability, diversity, equity, and inclusion. Leveraging technology, ensuring program quality, investing in team development, exploring growth opportunities, proactive risk management, and prioritizing all religious nuns and employee well-being round out our holistic strategy for positive impact in the upcoming strategic period.

From comprehensive policy reviews to strategic investments, leadership training to community outreach, our initiatives have been thoughtfully designed to assist CRWI in gaining momentum as a catalyst for transformative growth on our shared journey of faith. United by our common ideals of charity, righteousness, and fellowship, this plan also stresses openness, cooperation, and diversity among all God's children.

As we embark on this exciting trajectory, we pray all our stakeholders, including trustees, staff, partners, and the wider community, will join us on this righteous path. Your continued support and engagement will be instrumental in accomplishing our goals for the greater glory of God.

Together, let us step into the future, united in purpose and equipped to establish CRWI as a beacon of inspiration and positive change across India. This strategic plan signifies the beginning of a new chapter—one filled with immense potential, empowerment, and the promise of making a meaningful impact within religious life through Christian service and love.



## FOREWORD

It is with immense joy that I present the 2024-2029 Strategic Plan for the Conference of Religious Women India (CRWI). This plan charts an ambitious course for us to make a meaningful impact as beacons of service, justice, and spirituality.

CRWI has long been a unifying force, bringing together Catholic women religious across cultural lines. As we enter a world undergoing swift and dynamic transformations, this Strategic Plan enables us to build on our legacy with renewed vision and purpose.

At its core, this plan is a testament to our commitment to human dignity, social justice, and environmental stewardship. We will leverage inter-congregational collaboration, research, and outreach to champion inclusiveness, empower the marginalized, and drive systemic change.

In the pursuit of knowledge and outreach, the Centre for Research on Religious Life (CRRI) seeks to establish CRWI as a vibrant knowledge hub. The Grievance Redressal Cell (GRC) is a testament to our dedication to justice, accountability, and mutual respect. The Institute Mater Dei (IMD) serves as a beacon of education, nurturing the minds and spirits of those who pass through its doors.

The Strategic Plan provides a holistic roadmap across all dimensions of our mission - from enriching spirituality to expanding education, from strengthening governance to fostering research. Guided by our values of love, courage, and integrity, we will harness partnerships, dialogue, and innovation to manifest our goals.

This plan is the fruit of extensive consultation across the CRWI community - congregational leaders, staff, partners, and advisors. As we come together in fellowship and shared dedication, I invite each of you to join me in bringing this vision to life. I see this plan as a new beginning. We have been blessed with a profound purpose - to carry forward God's healing light. With courage and compassion as our lamps, I believe we will continue to write chapters of justice, service, and spiritual renewal.

I am confident that, with God's grace and through perseverance, we will continue to write inspiring chapters of service and stewardship. Let us move forward with faith, hope, and love lighting our path. May we fulfil our sacred mission of building a just, harmonious, and sustainable world.

In faith and solidarity,

Sr. Maria Nirmalini

President CRI/CRWI



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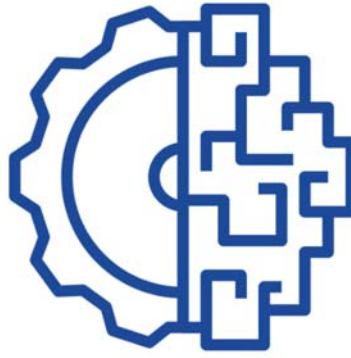
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# **1. BACKGROUND AND RATIONALE FOR CONDUCTING THE STRATEGY**

## **1.1. INTRODUCTION TO THE NEED FOR THE STRATEGY**

In an era of growing complexity, possessing a robust strategic plan is imperative for organizations to successfully fulfil their mission and purpose. As a prominent association serving Catholic women religious across India, the Conference of Religious Women India (CRWI) recognizes the importance of regularly reassessing priorities and thoughtfully mapping out our path ahead in the light of new challenges and opportunities.

This strategic plan has been developed through a collaborative process of discussion and discernment to provide CRWI with direction and guidance for the next five years. Flowing from our faith and Gospel values, it outlines specific goals, strategies, and initiatives to address the evolving needs and aspirations of religious sisters in India.

Attentive to societal shifts while remaining grounded in our core beliefs, this plan calls us to respond with creativity, wisdom, courage to risk and explore new avenues as the times are changing drastically. It encourages us to build partnerships, leverage technology, and collaborate with the broader community to increase our capacity for service. We aim to make a difference in individual lives while also impacting systemic issues.

As Catholic women religious seeking to be beacons of light and hope, we embrace this strategic plan to strengthen our ability to take transformative action. It will enable us to steward resources prudently, evaluate progress, and maintain accountability to those we serve. We undertake this process in a spirit of prayer and reflection, while relying on God's providence.

Guided by our values of community, justice and human dignity, this plan articulates a vision for CRWI to empower and uplift religious sisters across India, supporting their holistic development while building God's kingdom on earth. It represents our commitment to faithful and discerning service to the Lord and His people in this changing world.

Overall, this plan provides CRWI with a roadmap for purposeful action and sustainable impact, balancing prudence and wisdom with compassion and faith. It demonstrates our dedication to pursue excellence in fulfilling our mission as Catholic women religious in modern India.



## **2. INTRODUCTION**

### **2.1. BRIEF HISTORY AND MISSION OF CRWI**

Vatican Council II alerted all religious congregations to make themselves relevant to the changing times. For first time major superiors from all women religious congregations came together to deepen their spirituality, fellowship, and commitment. At this conference the executive committee of CRWI was elected of which Mother M. Theodosia AC was the first president. In 1964 Archbishop Knox, who was greatly interested in the Formation of young religious women, invited the Major superiors for a meeting at Goa and placed the idea of opening a common Formation House for women religious at Santa Monica Convent, Old Goa. He chose this place to provide the young religious with an atmosphere of sanctity, solitude, and silence.

On 5 June 1964, feast of the Sacred Heart of Jesus, a new chapter has begun in the history of Santa Monica. Institute Mater Dei was inaugurated by Archbishop Knox and was placed under the care of the mother of God. The management of the Institute was given to the Conference of Religious Women, India. New life was infused into the dead bones of Santa Monica as 60 junior sisters bubbling with youthful energy and zeal came as students of IMD. They were given scriptural, theological, and human disciplines to deepen their commitment to their mission in India, Asia, and African countries. Over 5000 women religious have been trained at IMD till date. There was one-year theological education program as well as one year animation program for sisters involved in formation.

In 2006, CBCI, CRI and CRWI reflected on the theme of 'Gender Sensitive Church and Empowerment of Women' as their central theme of the General assembly. As a result, in 2007, CRWI decided to upgrade IMD to a Theologate, thus a one-year certificate in philosophy and a three-year B Th Program introduced in 2009. During this period, an intense step was taken to upgrade the library to meet the standards of higher education. In the same year 17 women religious from 13 congregation began one year certificate course in philosophy and in 2010 all the first batch of philosophy students were enrolled for B Th affiliated to the Pontifical Institute of Philosophy and Religion Jnana Deepa Vidyapeeth, Pune, India. This vibrant process faced a lull moment. In 2020 project proposal was submitted to (1) Hilton Foundation to support Institute Mater Dei, to deliver theological, philosophical, and ongoing formation programs for Catholic sisters in India and strengthen the Institute's information management infrastructure.



## **2.2. OVERVIEW OF THE STRATEGY DEVELOPMENT PROCESS**

IMD began to pick up momentum from 2021 under the leadership of Sr. Nirmalini AC the president, and the executive council. With series of discussions, the need was identified to create GRC (Grievance Redressal Cell) and setting up of an administrative office for CRWI. The guiding documents of GRC was officially launched on 10th December 2022, on International Human Rights Day, and administrative office was inaugurated in April 2023 at Apostolic Carmel Generate, Bengaluru.

Other ongoing projects of CRWI are **Hilton Projects: (1)** Catholic Sisters Empowerment through Theological Studies and Formator's Training's. **(2)** To collect data on sisters, elderly care, to provide training and support for mental health, and support two hundred sisters in sabbatical programs and eight hundred Catholic sisters mapped out in India. **Missio Projects: (3)** Developing leadership of catholic sisters in India through capacity building training program **(4)** Strengthening Grievances Redressal System through information dissemination and training for Catholic Sisters and Priests in India. **(5)** Emergency response to displaced people at Manipur.

Since the original trust deed of CRWI was lost, legal formalities faced difficulties an amendment to the trust deed was made and legal compliances were regularised. It facilitated the regular functioning of IMD and implementation of the project. It was the requirement of the home ministry to have a website where the financials of the trust are updated on a regular basis.

## **2.3. CURRENT STRATEGY DEVELOPMENT PROCESS**

With the appointment of new executive director and the team of office staff at CRWI, initial discussions were taken place to bring more and more visibility to CRWI as a Trust, thus obtained necessary permission and approvals from governing board members for standardizing the structure of CRWI and its units. Series of meetings were conducted with the President and the Board members to better implement the plans. Wide consultations were carried out in preparation for the strategic planning. Number of ex board members were contacted and collected their plans and dreams that they had for the future of the trust.

The board has agreed to have a workshop on strategic planning at Nava Spoorti Kendra, Bengaluru. Members of different units attended. As a preparation Reading material were sent out (SOAR analysis, vision, and mission statements)

## **2.4. CHALLENGE DURING THE STRATEGY MAKING PROCESS.**

It was a challenging endeavor to collect the 60 years history of CRWI, the team had to visit IMD Goa and search through the archives. As there were no proper documents available for certain periods, and many of the governing board members and unit members were not available for the workshop. There was Lack of clarity on the purpose and nature of CRWI among the members of the units. There was no detailed plan about the functioning of CRWI.

## **2.5. COMMENCEMENT OF STRATEGY DEVELOPMENT**

The workshop commenced on 4<sup>th</sup> November and concluded on 5<sup>th</sup> November 2023, representatives from the executive council, President IMD/ members of GRC/ Programmes, knowledge Centre, Finance worked in groups applying the SOAR

Analysis and had the presentation accordingly. SOAR Analysis was reviewed, discussed in common, the resource person directed each of the group to make amendments and gave suggestions. At the end of the workshop the groups were able to come out with Dream Statement and Vision Statement for the units.

## **2.6. SIGNIFICANCE OF THE STRATEGY FOR CRWI NOW**

- To fulfil the requirements of home ministry.
- To crystallise the original purpose of CRWI.
- To Prepare the vision, mission, and action plan statements of CRWI.
- To Draw a roadmap for implementation:
- To build a mission focused culture in CRWI.
- To make CRWI become purpose driven, action oriented and result measurable organisation.
- To become a hub of highly committed person focused on the long-term goals.
- To pass on this road map to the next team for effective and fruitful implementation.
- To maintain proper documentation culture.
- To Enliven and renew the vision periodically as per contextual change.
- To pass on this legacy to the next functioning team who will carry out the strategics plan vibrantly for the coming five years.



## 3. THE CONTEXT

### 3.1. INTERNAL AND EXTERNAL REALITIES AND OPPORTUNITIES

Harnessing our inherent strengths, CRWI stands poised to seize the unfolding opportunities. Anchored by a well-established centre and administrative office, Formation, and theological study centre at IMD, the CRWI Knowledge Centre, fortified with a digitalized database, becomes a potent source of evidence-based insights. Our financial backing, especially earmarked for the welfare of women religious, forms a sturdy base for addressing religious women's concerns within the community and beyond. The presence of the established GRC adds a touch of solidity, enriching our capability to authentically navigate and respond to these promising prospects.

### 3.2. Institute Mater Dei: IMD

Institute Mater Dei, a program under the auspices of the Conference of Religious India (CRWI), serves as a theological formation institute dedicated to empowering women religious in India. Through tailored educational programs and resources, Mater Dei aims to deepen the understanding of faith and enhance the ministry of women religious, addressing their unique needs and challenges.

#### **Key Areas of Focus:**

**1. Educational and Training Programs:** Mater Dei offers theological education and training programs customized to the needs and interests of women religious. These programs equip women with the knowledge and skills to emerge as leaders within their communities and beyond.

**2. Spiritual Formation:** The institute provides spiritual formation programs that empower women to explore and deepen their faith, fostering a strong sense of identity and purpose in their religious vocation.

**3. Support Networks:** Mater Dei facilitates the formation of support networks among women religious, creating spaces for connection, shared experiences, and mutual support in various aspects of personal, community, and ministerial life.

**4. Advocacy and Awareness:** Engaging in advocacy efforts, Mater Dei raises awareness about issues affecting women within the Church and broader society.

By promoting gender equality and social justice, Mater Dei advocates for the rights and dignity of women.

**5. Role Modelling:** Mater Dei highlights the achievements and contributions of women leaders in theology and ministry, inspiring other women to pursue their own goals and aspirations, thus breaking barriers and reshaping perceptions.

**Overall Impact:** Mater Dei serves as a catalyst for women's empowerment by providing resources, support, and opportunities for women religious to thrive and make a positive impact in their communities and beyond. Addressing various challenges faced by women in today's world, including gender-based discrimination and unequal access to opportunities, Mater Dei continues to equip and empower women religious in India through systematic learning, leadership development, and a commitment to social justice. By nurturing women religious with conviction, courage, and leadership qualities, Mater Dei enables them to address challenges and contribute meaningfully to society effectively.

### **3.3. The Centre for Innovations and Initiatives for Religious India- (CIIRI)**

The Centre for Innovations and Initiatives for Religious India (CIIRI) is a vital department under the Conference of Religious India (CRWI) dedicated to supporting and promoting Women Religious within the Indian Catholic Church. CIIRI operates with the vision of fostering unity and empowerment among the diverse backgrounds of religious sisters and communities, enabling comprehensive growth in every aspect of their existence. Through regular meetings, workshops, and bonding programs, CIIRI cultivates a spirit of solidarity among sisters, providing them with a platform to connect, share experiences, and feel heard.

#### **Key Initiatives:**

**1. Skill-building Programs:** CIIRI organizes skill-building programs focusing on leadership, art therapy, and more, equipping sisters with practical skills to adapt to the changing landscape of religious life.

**2. Innovation and Creativity:** CIIRI serves as a hub for innovation, fostering unconventional ideas to support religious sisters effectively. It employs fresh perspectives to address the evolving needs of the religious community.

**3. Research and Findings:** With a dedicated research department, CIIRI identifies current needs and trends among religious women, developing innovative solutions to support them nationwide.

**4. Palliative Care:** CIIRI focuses on palliative care for elderly and vulnerable sisters, ensuring essential facilities are accessible to them and enhancing their quality of life.

**5. Financial Excellence:** CIIRI's finance department sets a standard for financial services within the nonprofit sector, serving as a central support hub for all CRWI units.

**6. Inclusive Leadership and Social Justice:** CIIRI advocates for inclusive leadership, breaking gender barriers and training sisters for leadership roles. It also promotes social justice initiatives within the religious community.

**7. Wellbeing Initiatives:** CIIRI offers wellness retreats and counselling services to support sisters in their mentally and physically demanding work, promoting resilience and coping skills.

**8. Education Programs:** CIIRI provides tailored theology and leadership programs, enabling sisters to navigate church roles and grow personally, thereby empowering them for impact within and beyond the church.

**9. Outreach Programs:** Collaborating with NGOs, CIIRI enables sisters to engage with local communities and be catalysts of social change, making meaningful contributions beyond the church.

Through solidarity, skill development, education, health, advocacy, and social service, CIIRI and CRWI together strive to nurture Women Religious holistically, enabling them to become compassionate leaders and contributors in both religious and secular spaces for the wellbeing of all.

### **3.4. Center for Research on Religious Life India - CRRI**

The Center for Research on Religious Life India (CRRI), an initiative under the Conference of Religious Women India (CRWI), addresses the need for a dedicated system for Monitoring, Evaluation, and Research within the religious community. CRRI aims to transform data into actionable insights to enhance the capacities of religious individuals and institutions, thereby improving services and fostering growth.

#### **Key Objectives and Focus Areas:**

**1. Institutionalizing Information Management:** CRRI establishes an Information Management System to streamline data collection, storage, and analysis across different levels and institutions. It aims to provide insights for targeted interventions and growth.

**2. Quality Enhancement and Planning Support:** CRRI supports institutions in enhancing the quality of their programs and services through data-driven decision-making. It assists in formulating modifications and planning for desired results.

**3. Knowledge Hub and Dissemination:** CRRI aims to become a vibrant knowledge hub within CRWI, disseminating valuable insights and research findings for wider outreach and dissemination.

**4. Appreciative Approach to Monitoring and Evaluation:** CRRI promotes an appreciative outlook, focusing on growth, improvement, and mutual trust. It aims to foster dialogue and collaboration for effective planning and implementation.

**5. IT-Friendly and People-Centric:** CRRI leverages technology to digitize the information system for easy access and interpretation. It fosters a culture of openness, trust, and learning among individuals and institutions.

**6. Holistic and Inclusive:** CRRI takes a holistic view of data management and research, aiming to strengthen the religious community's functioning. It operates within the framework of CRWI, providing additional effectiveness and support.

The CRRI stands as a cornerstone for research and knowledge management within CRWI, fostering a culture of transparency, collaboration, and continuous improvement to enhance religious life and apostolate.

### 3.5. Grievance Redressal Committee- GRC

The Grievance Redressal Committee (GRC) is a vital initiative established by the Women’s Executive of the Conference of Religious India (CRI) in response to the expressed need for a dedicated space for addressing grievances within the religious community.

#### Key Offerings:

**1. Secure and Confidential Space:** GRC provides a secure and confidential space outside the immediate community of the complainant, within the domain of CRI, where grievances can be heard and acknowledged.

**2. Supportive Dialogue:** GRC supports individuals by addressing grievances through constructive dialogue and by guiding and accompanying them to appropriate resources for resolution.

**3. Transparency and Accountability:** GRC operates with transparency, ensuring clarity in its structure and procedures. It is committed to just actions, accessibility, and accountability in its functioning.

**4. Policy Documentation:** The GRC Policy Document outlines the process and procedures, details on grievance resolution, guiding principles, and scope of work. This document is widely shared across groups and platforms.

**5. Confidentiality and Respect:** GRC ensures the confidentiality of all cases and treats complainants with respect at all times. Complainants receive necessary information promptly and are empowered with supportive advice.

**6. Continuous Improvement:** GRC regularly reviews its processes, learns from experiences, and strives to evolve to better serve the purpose of justice and inclusion.

**7. Connecting to Resources:** In cases beyond its purview, GRC connects complainants to appropriate resources such as crisis support and legal counselling. However, it does not engage in judicial processes or provide monetary support.

**8. Scope of Intervention:** GRC addresses complaints from any person who is a member of CRI, affiliate organizations, Consecrated Women, or congregations/communities represented by their leaders. This includes professed members, novices, candidates, and in some cases, friends, or well-wishers of the aggrieved.

The Grievance Redressal Committee stands as a pillar of support for CRI members, ensuring a fair and compassionate approach to addressing grievances and promoting a culture of justice and inclusion within the religious community.

### 3.6. SOAR (STRENGTHS – OPPORTUNITIES – ASPIRATIONS – RESULTS)

#### 3.6.1. SOAR - CRWI

STRENGTH	OPPORTUNITIES
<ul style="list-style-type: none"><li>• Vibrant and visionary leaders.</li><li>• Financial Stability.</li><li>• Legal Compliance &amp; Documentation.</li><li>• Networking units in all over India.</li></ul>	<ul style="list-style-type: none"><li>• Establishment of new units.</li><li>• Willingness of the Agencies for financial support</li></ul>

<ul style="list-style-type: none"> <li>• Inter- Congregational networking and collaboration.</li> <li>• Women Religious with deep spirituality and varied charisms.</li> <li>• Highly qualified and Competent persons in the Congregation.</li> <li>• Availability of Building and place.</li> <li>• Body of all the major superiors.</li> <li>• Established Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Credibility of the organization is ensured.</li> <li>• Reachability / PAN INDIA.</li> <li>• Empowerment of women religious Sisterhood.</li> <li>• Higher performance and standardization of Institution.</li> <li>• Platform where they can share their vast knowledge and experience.</li> <li>• Betterments of Infrastructure</li> <li>• Research Centre is a need of the time.</li> <li>• Possibility of net working with other secular women's universities in India.</li> </ul>
<b>ASPIRATIONS</b>	<b>RESULTS</b>
<ul style="list-style-type: none"> <li>• Committed and convinced religious who live their Missionary Call.</li> <li>• have a place for Women religious to send sisters for Research studies.</li> <li>• To have a Spirituality Cum Research Centre managed by women religious.</li> <li>• A new vibrant church with gender equality is envisioned.</li> <li>• Affiliation to the university</li> <li>• To open the Study Centre for international religious</li> </ul>	<ul style="list-style-type: none"> <li>• Growth and progress of the church and nation enhanced.</li> <li>• Women empowerment will be promoted.</li> <li>• Many religious women will be qualified and equipped to live a better life and face the challenges of life.</li> <li>• Empowered common Religious in India leads the church and the congregation.</li> <li>• Emergence of more women leaders / Theologians</li> <li>• Increased admission from International Congregations</li> </ul>

### 3.6.2. SOAR - IMD

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• It is a unique institution nurturing interiority training /forming religious women spiritually, intellectually, and psychologically for more than half a century.</li> <li>• A centre wherein many religious congregations, cultures, languages, and temperaments live together and learn from each other.</li> <li>• A formation centre for women religious deepening the biblical knowledge and documents of the church as well as feminine perspectives, reflections, and interpretations.</li> </ul>	<ul style="list-style-type: none"> <li>• The need of the times for a holistic formation that embraces diversity in the multicultural realities.</li> <li>• The specificity of the Charism can be enhanced by its members to live it meaningfully in today's context.</li> <li>• IMD is surrounded by multicultural contexts, so, the Human Resources of IMD can reach out to build networking.</li> <li>• Residential staff's broader world view, fraternal love, and communion among themselves can become a great motivational impetus.</li> </ul>

<ul style="list-style-type: none"> <li>• An innovative learning centre of current and relevant concerns of the time.</li> <li>• A creative training centre to equip transformative leaders and formators.</li> <li>• Qualified human resources are utilized.</li> <li>• Systematic and well-organized syllabus is prepared for each course.</li> <li>• Students are given opportunities to reach out underprivileged group of the society such as women in distress, aged and sick, special children through the exposure programmes.</li> <li>• Extra-curricular activities like arts and sports competitions etc. are held.</li> </ul>	<ul style="list-style-type: none"> <li>• Institute is surrounded by rich spiritual ambience and heritage.</li> <li>• Vibrant leadership, and opportunities to extend financial support.</li> <li>• Dire need and general trend for co-education.</li> </ul>
<b>ASPIRATIONS</b>	<b>RESULTS</b>
<ul style="list-style-type: none"> <li>• Developing IMD as a centre for deep Spiritual Experience for all the religious and lay persons</li> <li>• Explore the avenues of meaningfully expressing one's charism.</li> <li>• To cultivate innovative ways and means to bring up the IMD to the mainstream in view of feminine way of reflections, interpretations and actions in the Church and society.</li> <li>• Increasing the strength of IMD students and make it fully functioning.</li> <li>• Open to lay persons and for coeducation wherever possible</li> <li>• Shifting to a better place that facilitates easy accessibility, and financial viability.</li> <li>• Apart from regular courses, organizing short term courses that bring spiritual depth, intercultural and interreligious exposure, fostering fraternal values.</li> <li>• IMD to become fully functional academic institute of CRWI.</li> <li>• To increase/make use of the collaboration and network opportunities with other institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of students in IMD who are prepared to fulfil the aspirations.</li> <li>• The local management of the institute will become be the source of inspiration, motivation energizing the younger generation to live the values of the Gospel and become spiritual leaders.</li> <li>• The students have acquired the enrichment of intercultural living and nurture it in others, making it a mission for life.</li> <li>• IMD established as a centre that stimulates the creative potential, scholarly thinkers in its associates.</li> <li>• Academic competency, emotional maturity, purpose/goal orientation, commitment and conviction to the cause that is taken up/entrusted with, which are basic requirements of both resident/visiting staff are a remarkable factor for betterment of the institute.</li> </ul>



### 3.6.3. SOAR – CENTER FOR RESEARCH ON RELIGIOUS INDIA-CRRI

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Centralised Database.</li> <li>• Highly qualified and experienced network of members.</li> <li>• Active involvement of women religious conference.</li> <li>• Involvement of sisters in various ministries.</li> </ul>	<ul style="list-style-type: none"> <li>• Enrich this database, make it more functional, user friendly with help of similar entities research organisation.</li> <li>• Lot of available data and info floating, capture it analyse and showcase it.</li> <li>• Knowledge and expertise women in religious matters.</li> <li>• Identify and collaboration of different congregation ministries.</li> </ul>
ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> <li>• CRW’s knowledge center where people can seek information and support, we become instrumental in helping the congregation.</li> <li>• Train more researchers.</li> <li>• CRWI’S knowledge centre become a premier institute of religious body and demands start coming for research study.</li> <li>• Provide a platform for women religious from different background to share the traditions perspectives.</li> <li>• conduct various studies on life and ministry of Women religious, bond is strengthened between different congregation.</li> </ul>	<ul style="list-style-type: none"> <li>• Centralised digital data.</li> <li>• Established Knowledge Centre.</li> <li>• Create a supportive environment to work and build relations and form mentors for the future.</li> <li>• More partnership WITH religious and other agencies.</li> </ul>

### 3.6.4. SOAR - CIIRI

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Projects</li> <li>• Woman centric organization - members and beneficiaries Very relevant to current times.</li> <li>• Propose our own programmes based on our research.</li> <li>• Survey and data collection.</li> <li>• Having direct regions.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funding for women religious.</li> <li>• raise women issue in engaged in parish and public.</li> <li>• CRWI KC can provide us with evidence-based data.</li> <li>• conduct multiple short-term courses.</li> <li>• Easy access of participants.</li> </ul>
ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> <li>• Implementation software to collect relevant info without hassle.</li> <li>• women religious are equality participating in church as a whole.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Purchase and install Software’s in CRWI in next 3yrs generate.</li> <li>• Uphold and uplift the religious in various congregations.</li> </ul>

<ul style="list-style-type: none"> <li>• to have self-initiated programmes conducted in various parts of India.</li> <li>• Train at least 500 participants</li> <li>• Conduct programmes as many as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Trained personals across congregations, more exposure of CRWI in various Congregations</li> <li>• Being able to Project CRWI to all congregations, what it can offer How it can be helpful.</li> </ul>
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**3.6.5. SOAR - FINANCE**

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Strong values and mission alignment</li> <li>• Commitment to transparency and accountability</li> <li>• Financial expertise and experience</li> </ul>	<ul style="list-style-type: none"> <li>• Growing demand for services</li> <li>• Access to new technologies</li> <li>• Partner organisations might need expertise of CRWI since it will have a strong reputation for financial excellence</li> </ul>
<b>ASPIRATIONS</b>	<b>RESULTS</b>
<ul style="list-style-type: none"> <li>• Develop a financial plan that is aligned with the organization's mission and vision. To be a model of financial excellence for the partner congregations</li> <li>• To develop and implement innovative financial solutions that support the organization's mission and vision.</li> <li>• To build a strong team of finance professionals who are committed to serving the religious sisters, Develop and implement a budget that is both realistic and achievable.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved financial reporting and transparency.</li> <li>• More efficient and effective financial management- Implemented financial controls and procedures to ensure the integrity of the organization's financial resources.</li> <li>• A strong reputation for financial excellence, and efficient working model for others to follow</li> </ul>



## 4. DREAM STATEMENTS OF THE SUPPORT UNITS



**CRWI**

Women religious who express and expand their core values and fundamental principles enshrined in our charisms drawn from the gospel towards spiritual excellence and social transformation.



**CIIRI:**

To envision, enrich and enliven the women religious to new horizons to build human fraternity.



**IMD:**

Grow unto the Fullness of Christ, blossoming in the feminine ethos of the Divine, we uphold the Just and equitable society, building human fraternity, and ecological wellness.



**FINANCE:**

To be a model of financial excellence for religious, educational, and social welfare organizations in India.



**GRC:**

GRC is a well-established platform that provides safe space to all religious to address grievances and empowers them to live a life of dignity, establishing codes of conduct (Standard Operating Procedures) in collaborative ministries, ensuring transparency, equity, and accountability.



**CRRI:**

To become a leading research institution dedicated to religious life and ministry in India, promoting collaboration and understanding within the different congregations.



## 5. VISION AND MISSION

### 5.1. VISION STATEMENT

<b>CRWI:</b>	Every Member of CRWI becomes an Apostle of Grace, to Build Communion of Communities
<b>CIIRI:</b>	To envision, enrich and enliven the women religious to new horizons to build human fraternity.
<b>IMD:</b>	Growing unto the Fullness of God, blossoming in the feminine ethos of the Divine, we build a Just world, nurturing human fraternity and ecological wellness.
<b>FINANCE OFFICE:</b>	To be a model of financial excellence and accountability for religious, educational, and social welfare organizations in India.
<b>GRC:</b>	CRWI envisions a platform that addresses the grievances of religious individuals, initiates, and supports the process of redressal.
<b>CRRI:</b>	CRRI becomes data centre that builds institutional memory of CRWI and contributes to Building the knowledge system, outreach services of the Religious Congregations in India.

### 5.2. MISSION STATEMENT

<b>CRWI:</b>	Rooted in Gospel values and charisms, we strive to unleash the potential of Religious Women in building a hope-filled human fraternity that cares for Mother Earth
<b>CIIRI:</b>	Enhancing the holistic living of religious women, empowering them to embrace new experiences and meet challenges in their prophetic call with resilience and grace.
<b>IMD:</b>	Empowering women religious to firmly anchor themselves in the Gospel and their unique charisms while actively contributing to the creation of an equitable and fraternal world.

- FINANCE OFFICE:** To offer innovative and sustainable financial solutions that align with CRWI's mission and objectives.
- GRC:** GRC's mission is to empower religious individuals to lead lives of dignity, guided by codes of conduct (SOP) in collaborative ministries while prioritizing transparency, equity, and accountability.
- CRRI:** CRRI acquires, analyses, enhances, shares, and utilizes knowledge to continuously improve and innovate the lives, missions, and vocations of religious women.

### **5.3. CORE VALUES AND PRINCIPLES GUIDING CRWI.**

#### **5.3.1. Right Consciousness and Interior Contemplation:**

Through contemplative experience and introspection, energized with Apostolic dynamism and urged to build human fraternity, every member of CRWI is formed in right consciousness, sisterhood and interiority infused with core values of Jesus. This experience urges them to be dynamic apostles who go out to the world with urgency to build human fraternity of righteousness and peace.

#### **5.3.2. Empowered Presence of religious women for Transformation:**

Diligent way of understanding the concept of power for integration and not for domination and actively engaging our potentialities, convictions, and strategies for bringing about socio - cultural transformation and neighbourhood relationship.

#### **5.3.3. Prophetic Women Building a Just world:**

By critically examining our context, we cultivate the capacity to collectively challenge unjust realities such as ecological concerns, gender inequality, caste discrimination, creed biases, and social disparities. Through regular engagement with our surroundings and the organization of communities, we mobilize for transformative action, striving towards a more just and equitable world.



## **6. NATURE AND THEMATIC AREAS OF CRWI**

### **6.1. RELIGIOUS IN NATURE**

#### **Educational Activities at IMD:**

CRWI organizes classes, lectures, conferences, and seminars. We also grant scholarships and free ships and confer diplomas, certificates, and awards.

#### **Educational in Nature:**

Additionally, we provide residential accommodation for the education and training of teachers, social workers, staff, students, and other personnel.

### **6.2. RELIGIOUS AND SOCIAL IN NATURE**

#### **Medical:**

Dedicated to aiding elderly nuns across various congregations in India, CRWI prioritizes providing tailored medical facilities and Training of Trainers for Elderly Caregivers. Ensuring the well-being of these individuals, we strive to deliver comprehensive healthcare support, acknowledging the unique needs of elderly nuns in different congregations.

### **6.3. SOCIAL IN NATURE**

#### **Humanitarian Activities:**

CRWI engages in, undertakes, and promotes various projects, initiatives, and programs to foster positive development and transformative changes in people's lives. Additionally, we will be playing a crucial role in aiding the relief and rehabilitation of socially and economically marginalized individuals.

#### **Skill Building:**

CRWI conducts impactful capacity-building programs. We extend our services, leveraging existing capacities, to diverse institutions and agencies. This approach not only contributes to the growth of these entities but also generates revenue to sustain and further our organizational objectives.

### **6.4. CROSS-CUTTING ISSUES**

#### **Gender Equality and Women's Empowerment:**

Women Religious are empowered to endorse gender sensitivity and equality principles credibly. All projects and programs will imbibe this conviction and take measures to promote and implement it at all levels.

**Environmental Sustainability:**

A commitment to environmental protection and sustainable practices in all activities. This involves integrating eco-friendly approaches, promoting conservation, and mitigating environmental impact in areas such as water and sanitation, organic farming, green coverage, alternative agricultural practices, water conservation, and renewable energy thus becoming agents of reducing global warming.

**Social Inclusion and Equity:**

The focus is on ensuring that all projects and programs actively include and benefit diverse social groups. To overcome caste bias, promote an inclusive community, and eventually overcome patriarchal domination, this involves addressing issues related to ethnicity, religion, and other factors that might lead to social exclusion. CRWI will ensure fair, just, and equitable management in all our institutions that serve the public.

**Disaster Resilience and Crisis Management:**

Integrating measures for disaster management, including preparedness, relief, advocacy, rehabilitation, and adaptation. This theme emphasizes the importance of addressing vulnerabilities to crises and disasters in all projects and programs. CRWI will join hands with state disaster management team for mitigation, rescue, and habitation services.



## 7. OBJECTIVES, STRATEGY AND PLAN

### 7.1. OBJECTIVES AND STRATEGY OF CRWI

#### 7.1.1. Objectives-CRWI

- By its very existence, CRWI has become the driving force to unify Women’s congregations across India.
- By our fidelity to the Gospel and charism, we actualize Jesus' teaching, healing, and missionary journeys.
- By Affirming women's rightful place in the church, we work for equality and participation, creating gender justice in the realization of the church's synodal journey.
- By nurturing inclusiveness and intercultural collaboration, we instil interreligious harmony.
- Through afforestation initiatives in all our institutions, we collaborate with Mother Nature to foster an enlivened abundance of the ecosystem.

#### 7.1.2. Strategies of CRWI

- Strengthen sisters’ skills, knowledge, and leadership abilities to ensure sisters can lead and pursue their ministries.
- Create mechanisms to gather data and support the health and mental well-being of religious sisters and their congregations in India to live a life of dignity, vitality, and sustainability to bolster their roles in supporting congregations.
- Deepen the national networks of sisters through communications that build a shared identity of a national sisterhood.

Main Strategy	Sub-Strategy
Equipping and Empowering Women Religious	<ul style="list-style-type: none"> <li>• Collaborative Skill-Building Initiatives</li> <li>• Data Collection and Sharing</li> <li>• Developing Vibrant Communities through Webinars and Onsite Meetings</li> </ul>



Main Strategy	Sub-Strategy
Fostering Leadership through Dialogue with Major Superiors	<ul style="list-style-type: none"> <li>• Leadership Trainings</li> <li>• Rejuvenating Retreats</li> </ul>
Implementing Innovative Programs for Holistic Congregation Strengthening	<ul style="list-style-type: none"> <li>• Mental Health and Wellbeing Programs</li> </ul>

**7.1.3. Activity Plan- CRWI**

Sisters from Different Congregations participate in the transformative Orientation Programme organized by CRWI Regional Units.

- Leadership Training Program, Mental health and wellness programme, Care for the Elderly
- Encourage volunteerism and involve them in action for justice and human rights.
- Prophetic action to bring about gender justice, equality and ecological wellness in the church, society, and institution. (8th March 5th June 12th June 16th June 23rd June 19th November 10th December)
- Every diocese and parish ensure the formation of an organization and participation of women where gender justice and socio-political equality are imparted to women and young girls. (Catechism, exposure)
- Promote a culture of inclusion beyond caste, creed, and social status. Organize interfaith programs and enhance fellowship, especially with leaders and members of other faiths and Christian denominations.
- Encourage every child to own a plant. To conserve nature, throwing seed balls, eco sensitive exposure and love for mother nature

**7.2. OBJECTIVES AND STRATEGY OF CIIRI**

**7.2.1. Objectives of CIIRI**

- By its very nature, CIIRI, will design, initiate projects, coordinate and implement programs for the other units.
- By promoting further in sisters’ networks, we build a collective identity of sisterhood nationally.
- By Supporting sisters and their congregations we ensure, sisters age with dignity and have a high quality of life after a lifetime of service.
- By Setting up 8 new regional networks, CRWI supports and strengthens sisters’ initiatives and effectively implements the projects and programs.
- By Organizing Programs, sisters increase their professional skills, improve their leadership capacity, and deepen their spiritual commitment.
- By organizing workshops on proposal writing, budgeting, project implementation, monitoring, and evaluation, we equip congregation personnel.
- By triggering synodal potential in congregations through joint relief services during disasters.
- By creating monitoring mechanisms for six CRWI Regions through voluntary and employed services.
- By developing a digital system for monitoring and effective documentation, we become transparent and accountable to achieve the ultimate goal of CRWI.

### 7.2.2. Strategies of CIIRI

Main Strategy	Sub Strategy
Equip and empower women religious.	<ul style="list-style-type: none"> <li>• Facilitate dialogue with major superiors of the congregations to identify the women religious who will be able to lead.</li> <li>• Enabling the skill building programmes for a participative response</li> </ul>
Develop and implement innovative programmes to strengthen different Congregations towards a Sisterhood	<ul style="list-style-type: none"> <li>• Conduct Innovative Programmes towards a holistic wellbeing.</li> <li>• Identify the congregation willing to collaborate.</li> <li>• collection and sharing of the data</li> </ul>
To build vibrant and dynamic communities	<ul style="list-style-type: none"> <li>• Foster a sense of community building among women religious through webinars and onsite meeting.</li> <li>• developing program for mental health and wellbeing</li> </ul>

### 7.2.3. Activity Plan of CIIRI

- Organize inter-congregational exposure programs for the younger generation.
- Participation in relief services in times of natural disaster.
- Organizing teaching for tribal children for short periods of time (2 weeks to one month)
- Organize intercultural collaborative celebrations of different castes, creeds, and social statuses.
- Prepare and send Periodicals/ E-Newsletter and Annual Reports quarterly.

## 7.3. OBJECTIVES AND STRATEGY OF IMD

### 7.3.1. Objectives of IMD

- By intensely interiorizing Gospel and Charism, the students own and nurture the core values, which they share through their witnessing lives.
- IMD has become a center of Excellence for empowering women's religion by integrating women's perspectives in all the subjects taught. Expanding their horizon to embrace newness in mission with an ardent desire to live the power of the Gospel in today's complex context.
- By developing the academic temper in the mind of the students towards gender equality through reading, organizing discussion and dialogue, and integrating them into prayer.
- Staff and Students make efforts to organize interfaith/intercultural gatherings regularly by intensifying their loving attitude towards people of other faiths and cultures.

**7.3.2. Strategies of IMD**

Main Strategy	Sub Strategy
Rooted in the Gospel ethos, affirm our Identity.	<ul style="list-style-type: none"> <li>• Developing an ardent desire for being nurtured by the Holy Scriptures to nourish and develop mission impetus.</li> <li>• Draw out the feminine and masculine ethos from the scriptures, nourish and grow into the fullness of Christ by discovering the complementary and holistic nature of life to become bridge builders among intercultural communities</li> </ul>
Promoting ecological wellness	<ul style="list-style-type: none"> <li>• Create awareness of our negative impact on nature.</li> <li>• Promoting ecological wellness</li> </ul>

**7.3.3. Activity Plan of IMD**

- Guided meditation leads to Contemplative communion (pranayama). A day set apart for meditation interiorization with one meal a day and sharing their experience and reflection in standard and maintaining a journal with an action plan to follow up. The spiritual director of IMD will guide the process.
- A deep study of documents of National CRI 2006, CBCI2010 (Gender empowered church & Gender policy documents)
- Nostra Aetate (Interfaith dialogue of the church) conducts debates and panel discussions.
- A group could share news and political scenarios about the country during dinnertime. Those at the table would hold the discussions.

**7.4. OBJECTIVES AND STRATEGY OF GRC**

**7.4.1. Objectives of GRC**

- By Creating a platform where Grievances are heard, dialogue is initiated, and redressal steps are followed towards healing and rendered Justice to the victims (Refer to GRC Docs)

**7.4.2. Strategies of GRC**

Main Strategy	Sub Strategy
Operationalizing of the cell	<ul style="list-style-type: none"> <li>• Developing criteria for cell composition</li> <li>• Establishing and equipping cell</li> <li>• Developing robust operational guidelines for functioning of the cell</li> </ul>
Dissemination of information on GRC and existing mechanisms of redressal	<ul style="list-style-type: none"> <li>• Dissemination of information on GRC</li> <li>• Knowledge enhancement and capacity building on GRC, POSH,</li> </ul>

Main Strategy	Sub Strategy
	POCSO, rights, Church teaching, etc. including Training of Trainers
Embedding values of accountability, justice, mutual respect, and dialogue of leadership in religious life, making use of every opportunity and space.	<ul style="list-style-type: none"> <li>Inclusion of GRC training module in formation curriculum of men and women religious, including seminarians</li> </ul>

**7.4.3. Activity Plan of GRC**

- Conduct workshops in every diocese and state. If grievances are identified, follow-up actions are taken.
- Conduct workshops for all the CRWI units at IMD or the CRWI Office.

**7.5. OBJECTIVES AND STRATEGY OF CRRI.**

**7.5.1. Objectives of CRRI**

- Establishing CRWI as a vibrant knowledge hub for wider dissemination and outreach
- Inculcating an Appreciation approach to Monitoring, Evaluation, and Research with institutions to build their capacities by promoting trust, faith, and respect.
- Utilizing the learning generated for the betterment and involvement of the sisters in the mission.
- Institutionalizing an Information Management System catering to different institutions and congregations for better accessibility, understanding, and growth aimed at targeted interventions.

**7.5.2. Strategies of CRRI**

Main Strategy	Sub Strategy
To drive positive change in the congregation, community, and society through dialogue, cooperation, and lifelong learning.	<ul style="list-style-type: none"> <li>• Conduct research on religious life and ministry in India, based on cultural background, psychosocial and psychospiritual aspects.</li> <li>• Facilitate dialogue and cooperation between different congregations. This could include organizing conferences, workshops, and other events that bring together people from different religious backgrounds.</li> </ul>
We embrace diversity and inclusivity to promote sustainability	<ul style="list-style-type: none"> <li>• Conducting comprehensive and unbiased research through ideas, and people, recognising that a multitude of voices and backgrounds.</li> <li>• Initiated to implement the teaching of Common Home by Pope Francis.</li> </ul>

Main Strategy	Sub Strategy
Serve as a source of knowledge for all congregations and institutions.	<ul style="list-style-type: none"> <li>Analyze and disseminate knowledge on religious life and ministry in India. This could include publishing books, articles, and other resources that are accessible to a wide range of audiences.</li> </ul>
Establish a Global Hub for Research and Discourse on India's Religious Heritage and Ministry.	<ul style="list-style-type: none"> <li>Research Excellence</li> <li>Knowledge Dissemination</li> <li>Networking &amp; Collaboration</li> <li>Inclusivity and Diversity</li> <li>Capacity Building:</li> </ul>
To drive positive change in the congregation, community, and society through dialogue, cooperation, and lifelong learning	<ul style="list-style-type: none"> <li>Promoting Interfaith Dialogue</li> <li>Documenting and Preserving History</li> </ul>

**7.5.3. Activity Plan of CRRI**

- Establish an MIS data system that captures information about individuals, apostolates, institutions, expertise, and experiences that have caused transformative changes in the lives of individuals and society.
- Conduct qualitative and quantitative research on the vocation, life, and mission of religious sisters to inspire, enhance, and bring about change among younger generations.
- Bring out printed materials that will inspire and showcase the expertise of the pioneers who have contributed to the growth of the church and society at large.

**7.6. OBJECTIVES AND STRATEGY OF FINANCE**

**7.6.1. Objectives of Finance**

- Enhance Financial Literacy and Procurement Knowledge
- Optimize Financial Efficiency and Fund Utilization
- Promote Sustainable Financial Practices
- Integrate Technology for Financial Management
- Strengthen Financial Team Capabilities

**7.6.2. Strategies of Finance**

Main Strategy	Sub Strategy
Develop and implement a financial plan that is aligned with CRWI's mission and vision.	<ul style="list-style-type: none"> <li>• Develop a financial plan that is based on realistic assumptions and forecasts.</li> <li>• Implement and maintain robust financial controls and procedures</li> </ul>
Manage CRWI's risk exposure effectively.	<ul style="list-style-type: none"> <li>• Identify and assess CRWI's financial risks.</li> </ul>

Main Strategy	Sub Strategy
	<ul style="list-style-type: none"> <li>• Develop a donor cultivation and stewardship plan.</li> <li>• Track and report on CRWI's financial performance to its stakeholders.</li> </ul>
Stay up to date on the latest financial trends and regulations to ensure that CRWI is in compliance with all applicable laws and regulations.	<ul style="list-style-type: none"> <li>• Monitor the latest financial trends and regulations.</li> </ul>

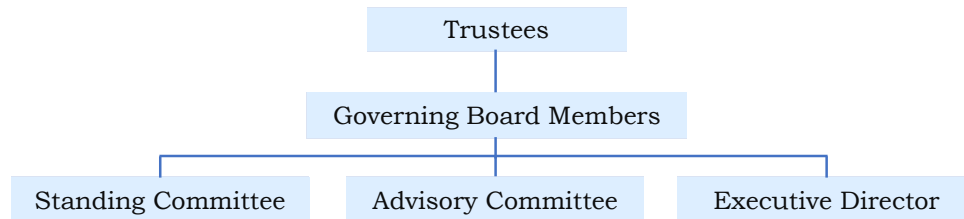
**7.6.3. Activity Plan of Finance**

- Develop and implement a detailed financial plan, incorporating short-term and long-term goals with clear KPIs.
- Regularly review and update financial policies to ensure compliance with the latest regulations.
- Develop and deliver regular training programs for CRWI staff, focusing on improving financial literacy and procurement knowledge, ensuring informed decision-making and resource optimization.
- Develop a comprehensive financial reporting framework, updating stakeholders regularly with key metrics.

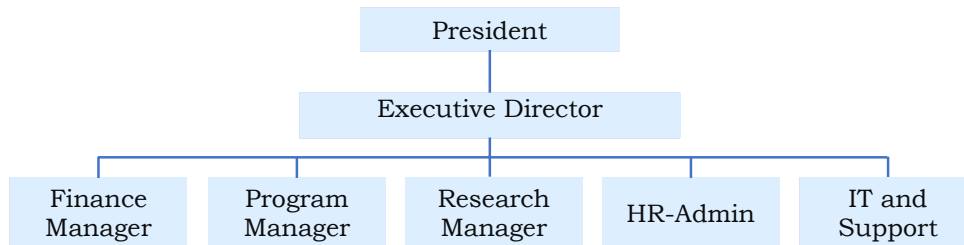


## 8. ORGANIZATIONAL STRUCTURE AT CRWI

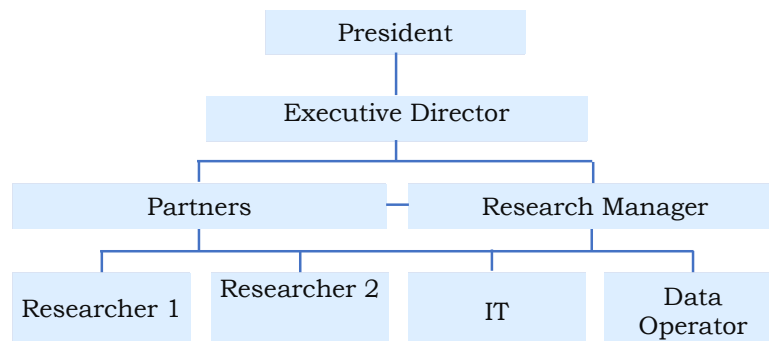
### 8.1. CRWI- CONFERENCE OF RELIGIOUS WOMEN INDIA



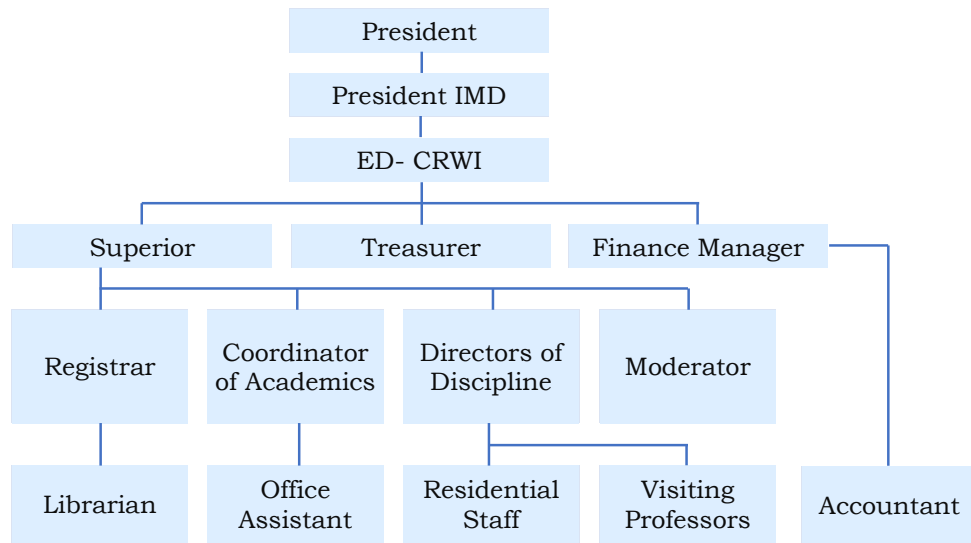
### 8.2. CIIRI- CENTRE FOR INNOVATIONS AND INITIATIVES FOR RELIGIOUS INDIA



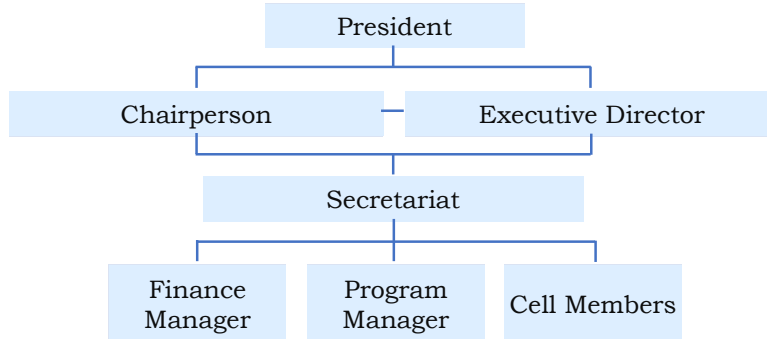
### 8.3. CRRI- CENTRE FOR RESEARCH ON RELIGIOUS LIFE



**8.4. IMD- INSTITUTE MATER DEI**



**8.5. GRC- GRIEVANCE REDRESSAL CELL**







## 9. ROLES AND RESPONSIBILITIES

### 9.1. CONFERENCE OF RELIGIOUS WOMEN INDIA

#### 9.1.1. Role of President

- The President shall preside all meetings of the Trust.
- She, inter alia, conducts and regulates all functions of the Trust and all Statutory committees formed under the Trust.
- The president serves as the advocate, spokesperson, legal custodian, and ultimate authority figure for CRWI and all its units.

#### 9.1.2. Role of Vice President

- She shall preside over meetings when the President is unable to do so.
- In the event when the President is permanently incapacitated or unable to perform her duties, the Vice President shall take over the functions and responsibilities of the President until such time as a President is duly elected.
- By virtue of the position as Vice President of CRWI, she becomes president of IMD.

#### 9.1.3. Role of Secretary

- She shall be responsible for maintaining all the records of the Trust.
- She shall keep the Books of Minutes, official correspondence, the Official Seal of the Trust, the Register of Trustees of the Trust, and all such other documents, which are required to be maintained by Law and by the Rules of the Trust.
- The Secretary shall record the Minutes of all the meetings of the Trustees and all Statutory Committees of the Trust and shall be responsible to circulate such Minutes to all the Trustee.
- The Secretary shall send out the notices of meetings on behalf of the President.
- Will represent the organization at all platforms and issues, on behalf of the President.
- In addition, the Secretary shall discharge all responsibilities delegated to her by the President.

- The secretary of the Trust may delegate the roles and responsibilities to the Executive Director to perform all the above roles on her behalf.

**9.1.4. Role of Treasurer**

- The Treasurer shall be responsible for the proper maintenance of all the accounts of the Trust.
- She shall ensure that all the accounts of the Trust are duly audited as required by the Law.
- The statutory periodic and annual audits conducted by the Auditor is presented to the Board of Trustees by the Treasurer.
- The Treasurer shall recommend to the Board of Trustees the modalities of operating the Bank Accounts of the Trust.
- The Treasurer of the Trust may delegate the roles and responsibilities to the Executive Director to perform all the above roles on her behalf.

**9.1.5. Role of General Trustees**

- General Trustees will attend all Trust Meetings and provide necessary support to the Office Bearers of the Trust in delegation of their roles, responsibilities, and duties.
- Attend all meetings called by the President which are for fulfilment of the objectives of the Trust.
- Taking up any responsibilities assigned by the president with the approval of governing body.

**9.2. ROLE OF STANDING COMMITTEE**

**9.2.1. Committee for Personal and Administration.**

(Composition: Vice President - Two General Trustees.)

- Responsible for human resources planning, to determine the optimum staffing pattern of the organization and the maximum utilization of its human resources.
- Review the working of the units of CRWI to determine the workload, the conditions of service and facilities available for the staff for the fulfilment of their responsibilities.
- Determine the conditions of recruitment, training, and placement of staff.
- It shall be responsible for the annual appraisal of the performance of the managerial and shall recommend to the board of trustees the action to be taken, in consequences of this appraisal.
- It shall formulate the terms and conditions of service to of all staff.
- It shall constantly review and assist the administrative procedures and shall recommend to the board of trustees, modification, adjustment, and other change which may need to be made to these procedures.
- It shall ensure the grievances of the staff including grievances related to sexual harassment are addressed in a timely manner.

**9.2.2. The Committee for Finance**

- This Committee, which shall be comprised of the Treasurer and two other members of the Board of Trustees, shall be responsible for financial management of the Trust.

- It shall review the operation of the Financial Management System of the Trust and recommend to the Board of Trustees any modifications to the system of operation.
- It shall recommend the retaining of a Financial Advisor or Advisors for the improvement of the Financial Management of the Trust and shall recommend the terms and conditions under which the Advisor/ s will be retained.
- It shall ensure that all systems approved by the Board of Trustees are dully followed by all staff of the Finance Department
- It shall recommend to the Board of Trustees ways and means of improving the financial management of the Trust.
- It shall be responsible to see that the periodic audits (internal and external) of the accounts of the Trust are conducted in time, and that the results of these audits are placed before the Board of Trustees
- It shall be responsible to see that all the requirements of the Law and the financial provisions of all agreements with Partner Agencies are co with.
- It shall advise the Board of Trustees on ways and means to mobilize resources for the Trust.
- It shall advise the Board of Trustees on economic measures to be adopted for the better and more efficient functioning of the Trust.
- The Committee for Nomination
- There shall be a Nominations Committee consisting of at least three members of the Board of Trustees which will be responsible to recommend persons for Trustees of the Board on account of death, removal, resignation.
- It shall call for and receive nominations from members interested in the Trust. It shall scrutinize their Biodata and check their antecedents and previous experience with special reference to their professional qualifications, their social perspective, their commitment to social values and their acceptance of the Aims and Objects of the Trust and shall recommend to the Board of Trustees the applications of these persons as potential Trustees of the Trust.
- The Nominations Committee shall also receive nominations for the posts of Office Bearers of the Trust from the existing Trustees during Election and after special scrutiny present to the Board for the nominations made for the respective posts during election.

### **9.3. ADVISORY COMMITTEE**

#### **9.3.1. Committee Member for Organization Development**

- Makes recommendations to the President/ Executive Director regarding optimal approaches to organizational development and effectiveness based on best practices.
- Engages actively in supporting organizational Development.
- Identifies solutions and approaches that have been successful in other organizations to learn from and apply to the CRWI programs & staff where appropriate.
- Evaluate the performance of a program, review/monitor/assess a specific program, serve as advocate for the organization to the community it serves.
- Provide technical expertise, provide an independent/unbiased sounding board, and assist staff in determining important activities.

### **9.3.2. Committee Member for Legal Consultant**

- Provide advice on legal matters, rights, duties, and liabilities.
- Help in ensuring that the CRWI Trust is compliant with all relevant laws and regulations.
- Monitoring the implementation of legal clauses
- Any other matters related to Trust, Employment and Labor laws, as required and by circumstance.

### **9.3.3. Committee Member for Finance**

- Evaluate the organization's financial position and identify needs to support operations and growth.
- Recommend financial strategies to strengthen long-term fiscal health and sustainability.
- Review and give suggestions on budgets, ensuring alignment with the Organizations mission and strategic priorities.
- Suggest and assist with fundraising approaches to increase and diversify revenue sources.
- Guide administrative staff to assess risks and develop plans to mitigate financial vulnerabilities.
- Help shape financial policies and procedures that provide oversight and control.
- Provide guidance on the management of financial assets and investments.

## **9.4. Centre for Innovation & Initiatives for Religious India**

### **9.4.1. President**

- Meeting with Executive Director and other Managers to assess the performance of the units and ensure the organization compliance with stated vision and mission.
- Overseeing the operation of the Organization and ensuring all goals are met based on the strategic plans.
- Overseeing budgets, executive, staff and evaluating the success of the organizations/units.
- Listen to viewpoints and reports of the Executive directors/ Managers and make final decisions.
- Analyze budgets and financial reports.
- Takes final decisions on matters concerned to well-functioning of the organization/units.

### **9.4.2. Executive Director**

- The Executive Director will be an Ex-officio member of the Trust Board without any Voting right.
- The Secretariat of the Trust shall be administered by an Executive Director, and she shall be the chief functionary of the Trust.
- The Executive Director shall, always, be answerable to the Trust. He/ She shall function under the guidance and superintendence of the President of the Trust
- The Executive Director shall exercise all such powers and do all such activities as may be required for the proper functioning of the Secretariat and

that of the other offices subject always to the overall supervision of the President, Vice President, Secretary and Treasurer.

- The Executive Director may make recommendations to the Personnel and Administration Committee for the improvement of administrative systems and procedures of the Secretariat and in the other Offices.
- The Executive Director shall prepare all the documentation necessary for the Board of Trustees, Personnel and Administration Committee, the Finance Committee, and the other Statutory Committees.
- She shall be responsible for ensuring that full and relevant information on all issues is made available to the Board of Trustees.
- She shall supervise and oversee the functioning of the Secretariat and ensure that the affairs of the Trust are being managed in the most efficient and cost-effective manner.
- She shall be responsible for ensuring that the Policies formulated by the Trust from time to time are implemented by the Secretariat and all offices in accordance with the decisions of the Trustees.
- She shall represent the Trust vis-a-vis the Government of India, State, Governments, other national and international agencies.
- In general, the Executive Director shall be responsible for the day-to-day discipline and administration of the Secretariat and of the offices, within the framework of the administrative procedures provided to him/her by the Board of Trustees

#### **9.4.3. Role of Finance Manager**

- Oversee financial transactions and records, ensuring accuracy and compliance with FCRA regulations.
- Develop and manage budgets, providing financial planning to support the mission and Vision of CRWI.
- Collaborate with Chartered Accountants for government taxation compliance.
- Generate and present financial reports to the leadership.
- Report directly to the Executive Director (ED).

#### **9.4.4. Role of Program Manager:**

- Formulate innovative Plan, execute, and evaluate programs and projects, aligning them with the CRWI's Vision.
- Collaborate with other units to ensure program success, with a special focus on initiatives benefiting religious women.
- Monitor and report on program outcomes, providing insights to enhance effectiveness.
- Supply photos and reports in prescribed formats to the ED.

#### **9.4.5. Role of Research Manager**

- Conduct and oversee research activities.
- Analyze data to provide valuable insights, supporting evidence-based decision-making.
- Assist in project proposals and contribute to the development of new findings and insights.
- Report findings and insights directly to the ED.

#### **9.4.6. Role of HR Admin**

- Manage human resources, emphasizing recruitment, onboarding, and performance management for the staff.
- Ensure compliance with labor laws and organizational policies.
- Facilitate training and development programs tailored to the unique needs of the NGO and its religious women beneficiaries.
- Function as a support staff member for the Program Manager.
- Assist the ED in various capacities, fostering a collaborative work environment.

#### **9.4.7. Role of IT**

- Manage and maintain IT infrastructure, focusing on the specific needs and specifications of CRWI.
- Provide technical support to staff, addressing the unique challenges of the organization.
- Ensure data security and privacy, particularly in the context of sensitive information related to religious women.
- Collaborate on web design and back-end data updates for the organization's website and social media platforms.
- Offer technical support to all units, understanding the distinctive requirements of each.

#### **9.4.8. Role of Support Staff**

- Assist in day-to-day administrative tasks with a special emphasis on supporting programs.
- Provide logistical and operational support to various units, contributing to the smooth functioning of initiatives.
- Maintain a clean and organized work environment conducive to the unique needs of a Catholic NGO.

### **9.5. Centre for Research on Religious Life India**

#### **9.5.1. Role of Research Manager (RM)**

- Lead and oversee research activities and projects, ensuring they align with the mission and values of the organization,
- Manage and guide a team of researchers, fostering a collaborative and supportive work environment.
- Ensure the quality and relevance of research outputs, emphasizing the unique needs and challenges faced by religious women in India.
- Collaborate with program managers to provide evidence-based insights for initiatives that directly benefit religious women.
- Assist in the development of project proposals that address the specific concerns and requirements of the Catholic NGO.
- Report directly to the Executive Director (ED) on new findings and insights, emphasizing their potential impact on the organization's mission and the well-being of religious women.

### **9.5.2. Role of Associate Researcher**

- Designing and implementing structured surveys to collect numerical data on various aspects related to the well-being, needs, and challenges nuns face.
- Analyzing data to identify patterns, trends, and statistical insights that can inform decision-making.
- Providing statistical support for evidence-based planning and resource allocation.
- Collaborating with the Research Assistant to ensure a comprehensive understanding of the issues.
- Communicating with data operators to construct and maintain databases.
- Communicating with the Research Manager to understand challenges and potential solutions to carry out the research among religious.

### **9.5.3. Role of Research Assistant**

- Conducting in-depth interviews, focus group discussions, or qualitative surveys to gather nuanced insights into the experiences, perceptions, and challenges faced by nuns.
- Analysing qualitative data using appropriate methodologies to uncover themes, narratives, and qualitative patterns.
- Providing a qualitative perspective that complements the quantitative findings, offering a richer understanding of the context.
- Collaborating with the quantitative researcher to ensure a holistic view of the data.

### **9.5.4. Role of IT**

- Designing and maintaining databases to store both quantitative and qualitative research data securely.
- Ensuring data integrity and implementing appropriate backup procedures.
- Implementing robust security measures to protect sensitive research data.
- Ensuring compliance with data protection regulations and ethical standards.
- Ensuring that researchers have the necessary software and training for data analysis.
- Setting up and maintaining collaboration platforms that facilitate communication and sharing of research findings among team members, especially if they are geographically dispersed.
- Offering technical assistance to researchers in using data collection and analysis tools.
- Addressing any IT-related issues that may arise during the research process.

## **9.6. Institute Mater Dei (IMD)**

### **9.6.1. Superior**

- She is the administrative head of the institution and liaisons between IMD and the CRI women's section through its Executive Committee. She is responsible for the institution and subject to the authority of the CRI Executive Committee.

- It is the superior's responsibility to create an atmosphere of openness, warmth, love, and mutual trust that will enable each sister to be herself and to grow into Christ.
- She administers the institution in accordance with the policies laid down by the CRI Executive Committee and decides on matters of immediate concern in accordance with the CRI's mind.
- General discipline and public relations are her responsibility.
- Except for the religious and teaching staff, she recruits all other personnel for the institution. She makes contracts with them, subject to the policies laid down by the CRI Executive Committee.
- She coordinates all departments and supervises the general conduct of the programs and the running of the house.
- In consultation with the staff, she administers the day-to-day running of the house and its timetable and discipline. For this purpose, she holds monthly staff meetings to review and evaluate the program.
- In joint responsibility with the director of the two training programs, she screens applications and prepares the initial list of candidates for the CRI Executive. She assists in decision-making regarding curriculum formulation, changes or adjustments, choice of visiting professors, and arrangement of programs like work experience, exposure, entertainment, vacations, etc.
- In departmental matters she exercises subsidiarity, allowing each departmental head to manage her own department, getting involved only in case of their need or in a matter of policy.
- The bursar works under her direction and in consultation with her regarding financial matters.
- She attends the CRI Executive Committee meetings to keep the committee informed of the happenings at IMD, and at the annual meetings of the CRI, she presents the report of IMD.
- She is responsible for the vehicle and the drivers.

#### **9.6.2. Bursar at IMD**

- After getting all the requirements from the various departments, she prepares the annual budget in consultation with the Superior of IMD and presents it to the CRI Executive Committee.
- She sees to all minor and daily repairs in the Institution and alerts the superior to major repairs and needs.
- She takes care of the needs of the house, such as the linen, crockery, cutlery, furniture, the telephone, etc.
- Is responsible of all purchases for the Institution, {except food} based on the budget.
- She is responsible for collecting fees, banking, auditing, and correspondence with the auditors, bankers, and CRI Treasurer.
- She is responsible for the proper management of finances, for payment of sanctioned bills, travel arrangements of professors and staff, payment to the staff, payments for subscriptions, periodicals, taxes, and rent, and providing for the material needs of the house {other than of the kitchen} in consultation with the superior.
- She is responsible for the general cleanliness of the staff room and the distribution of stationery.



### **9.6.3. Directress of Formation at IMD**

- She should be a person of prayer and reflection and be docile to the Holy Spirit and Authority.
- She screens the applications of her own department in consultation with the Superior.
- She is responsible for curriculum formation, change, or adjustment in consultation with the Superior.
- She sees to contacting guest lecturers and arranges courses in accordance with the syllabus.
- She takes responsibility for supervising coursework and filling in gaps in case a lecturer fails to turn up for unavoidable reasons.
- She evaluates coursework, like test papers or the thesis.
- She organizes recollections, IMD day, outings, and inaugural and valedictory programs in consultation with the Superior and the directress of Theology.
- She evaluates the courses given by the visiting staff with the help of a format.
- She is responsible for the academic life, liturgical animation, and discipline of the students under her care.
- She keeps the attendance register for students and lecturers.
- She sends out application forms and any other information about the course.
- She oversees the maintenance of all registers and files pertaining to the courses and academic studies.

### **9.6.4. Catering Supervisor at IMD**

- She supervises the cooking and catering at the Institute.
- She plans the daily menu and does the required marketing and purchasing. She purchases all farm produce of the Mater Dei Institute from the sister in charge of the farm and does not allow any produce to go to waste.
- She cares for the domestic personnel and their human and spiritual needs.
- The cleanliness inside and outside the kitchen and dining rooms is her responsibility.
- She supervises the serving in the student's refectory, serves meals to the maids, and directs their work. She also looks after the professor's meal and staff refectory.

### **9.6.5. Sister In Charge of the Office and Library**

- She oversees the secretarial committee, library, audio-visuals, and art committee.
- She supervises the office and the library, and the work of the clerical staff employed in the office and the library.
- She assists the directresses in the work of the various student committees.
- She is responsible for the upkeep and repair of the instruments and gadgets which the students use.
- She coordinates the typing work of both groups.

### **9.6.6. Sister In Charge of The Farm**

- Supervising and guiding the workers of the farm and the flower gardens.
- Care of the orchards, coconut trees and planting of seasonal vegetables and flowers.

- Care of the domestic animals of the Institute.
- Cleanliness of the compound, collection of firewood from the farm, and the care of our houses.
- Plumbing works and repairs of tube wells, pipes, etc., in consultation with the Superior and the Bursar.
- Arrangement of the visitor's rooms: CRI visitors, professors, and other visitors.
- The neatness of parlours, washing of the Institute's linen, care, and repairs of mattresses, and helping the Superior and the Bursar to get the students' rooms and the whole Institute ready for the next academic year with the help of the farm workers.



## 10. RISKS, SEVERITY AND MITIGATION PLAN

Risks	Severity	Mitigation
Change of board members	High	<ul style="list-style-type: none"> <li>Permanent Board of Trustees, maintaining the numbers, updating the vacant positions and more involvement of them.</li> </ul>
Financial Instability	High	<ul style="list-style-type: none"> <li>Diversify revenue sources and explore new fundraising channels.</li> <li>Build at least 6 months of operating reserves.</li> <li>Identify Income Sources from India.</li> </ul>
Lack of Stakeholder Engagement	Medium	<ul style="list-style-type: none"> <li>Develop a comprehensive stakeholder engagement plan.</li> <li>Regular communication.</li> </ul>
Cyber security threats and data privacy breaches	Medium	<ul style="list-style-type: none"> <li>Adapt strong cyber security protocols and training.</li> </ul>
Negative publicity due to controversy or crisis	Medium	<ul style="list-style-type: none"> <li>Prepare a crisis communication plan ready.</li> <li>Promote a sense of collective responsibility for handling crises effectively.</li> <li>Prioritize transparency.</li> </ul>
Failure to adopt programs and services to beneficiary needs	Medium	<ul style="list-style-type: none"> <li>Regularly survey beneficiaries incorporate modifications.</li> <li>Dedicate resources to research and design.</li> <li>Empower staff to be innovative and take initiative.</li> </ul>
Difficulty in recruiting and retaining of qualified and experienced staff	Low	<ul style="list-style-type: none"> <li>Offer competitive pay and benefits.</li> <li>Highlight and emphasize mission and values in recruiting.</li> <li>Invest in professional development opportunities.</li> </ul>



## 11. ROLLOUT AND TIMELINE

<b>Year 5</b>	<ul style="list-style-type: none"> <li>• Evaluate progress based on 5-year metrics and targets. (6 months)</li> <li>• Plan for next strategic cycle based on learnings. (6 months)</li> <li>• Develop roadmap for long-term growth and replication. (6 months)</li> <li>• Celebrate achievements and appreciate team. (6 months)</li> </ul>
<b>Year 4</b>	<ul style="list-style-type: none"> <li>• Develop sustainability plans and local funding sources. (12 months)</li> <li>• Transition successful pilots into independent social enterprises. (12 months)</li> <li>• Leverage networks for advocacy on systemic issues. (12 months)</li> <li>• Expand research activities and dissemination. (12 months)</li> </ul>
<b>Year 3</b>	<ul style="list-style-type: none"> <li>• Open additional regional hubs to extend reach across India. (6 months)</li> <li>• Enhance data capabilities for tracking impact and outcomes. (12 months)</li> <li>• Mainstream successful initiatives into ongoing operations. (12 months)</li> <li>• Utilize research findings to shape strategy and programs. (12 months)</li> </ul>
<b>Year 2</b>	<ul style="list-style-type: none"> <li>• Expand successful pilots into full programs with monitoring systems. (12 months)</li> <li>• Develop online knowledge sharing platforms and resources. (12 months)</li> <li>• Implement training programs on leadership, health, technology skills. (12 months)</li> <li>• Establish research wing and collaborate with external partners. (12 months)</li> </ul>
<b>Year 1</b>	<ul style="list-style-type: none"> <li>• Recruit key staff for central office and build capacity of team. (6 months)</li> <li>• Conduct data collection on needs and priorities of sisters across India. (6 months)</li> <li>• Initiate outreach through regional networks and social media. (6 months)</li> <li>• Launch pilot programs and projects based on identified needs. (6 months)</li> </ul>



## 12. ABBREVIATIONS

<b>CRWI</b>	Conference of Religious Women India
<b>CIIRI</b>	Centre for Innovations and Initiatives for Religious India
<b>CRRI</b>	Centre for Research on Religious Life
<b>GRC</b>	Grievance Redressal Cell
<b>IMD</b>	Institute Mater Dei
<b>SOAR</b>	Strength, Opportunities, Aspirations, Results

